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MODELING INTER-ORGANIZATIONAL FACTORS AFFECTING ADSORPTION SPONSORS ATHLETICS IN NORTH KHORASAN PROVINCE

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ABSTRACT

The purpose of this paper was modeling inter-organizational factors affecting adsorption sponsors athletics in North Khorasan province. The study population included of 150 persons. In order to collect information, a questionnaire survey was based on information obtained from the qualitative adjustment. Cronbach's alpha coefficient management variables (0.821), financial resources (0.814), human resources (0.814), marketing (0.815), information systems (0.817), production, effective operations (0.813), research and development (0.817) which was higher than 0.7 is indicative of internal consistency and reliability of the questionnaire items. To analyze the data, structural equation modeling was performed using LISREL software. Based on the results in a significant path coefficient for indoor and attract sponsors in the sport of champions North Khorasan number was 12.4. Since it is located outside of the range -1.96, +1.96 and it can be inferred that this is a meaningful way.

Keywords: Athletics. Inter-organizational factors. North Khorasan. Sponsor. Sponsorship

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INTRODUCTION

Today, sport is not just a game or a hobby, but it is one of the lucrative industries in the world. The sports industry is a market which accompanies products and services like sports, health, recreation, leisure, places and ideas and sports marketing is one of the most basic and complex tasks of sports organizations with which these organizations can advertise their products and services and present it to their customers. Sponsorship or financial support is also an important part of the marketing mix that pushes supportive companies to short- or long-term gains (Ehsani, 2013).

Competition at the championship level requires huge costs, so that undoubtedly financing and Supply of equipment by sports club managers (sports federations, clubs) can be considered as one of the most important prerequisites for the success of their teams and their athletes, as well as the realization of their predetermined goals.

Despite the fact that the importance of marketing in the provision of financial resources and in the development of various institutions and organizations has always been neglected in practice, and given the government's policy for promoting a competitive approach in the market, privatization and reduction of ownership in the fourth and fifth development plan, clubs and sports organizations have no choice but to generate income in order to survive (Arabi, 2006).

Different organizations responsible for the country's sport will not be able to meet their needs by relying on government funding. Due to lack of good financial status and sponsors, many of the sports teams in North Khorasan Province have lost their chance for participation in various national and international competitions or had a temporary and multi-year presence in national leagues. Therefore, the investment of enterprises and private companies in the sport industry is a debate that has been considered for many years and its importance is increasing. Nowadays, sponsorship is one of the main and important concerns for sport managers in most clubs and sports teams in North Khorasan province. The purpose of this paper is to model the effective inter-organizational factors attracting sponsors in North Khorasan Province Championship Sports.

LITERATURE REVIEW

Analysis of the organization's internal systems

Internal factors are factors that are internal to the company or organization and in contrary to external factors, are controllable by Organization management.

Investigating the internal factors of the organization involves the collection, classification and evaluation of operational information. Issues that are considered in the task approach are as follows: Management, Human Resources, Marketing, Financial / Accounting, Production / Operations, Research and Development, Information Systems. In this section, the organization's internal systems are studied as follows:

Organizational Structure: Hierarchy, focus, formalism, degree of complexity and different levels of organization, decision-making methods ((centralized-consultative-participatory)), formal and informal decision-making, Types of organizing and issues such as: The common understanding of the members about the structure of the organization and the degree of alignment of the structure with the goals, policies and strategies of the organization, correspondence and differentiation point of the organization with the structure of rival organizations is considered in this regard.

Organizational culture: culture is the shared values and coherence of a part which is achievement of common experiences of the members is in the past and present.

Marketing system: This system is the connection loop between the client and the organization. In order to understand this loop, both the position of the organization and the client's position must be understood. In marketing, the scope of the organization's activities, its position and its share in the market, its type of activity and its geographical area, product variety, positive consumer feel, price strategy, effective advertising and quality of service are important.

Financial Resources System: who are the stakeholders, suppliers and beneficiaries of the organization? Who's the organization belongs to? The issues which need attention are: Financial



performance of the organization regarding financial ratios, comparison of financial strength of the organization with competitors and proportionality of this power with organization's activities, financial planning and budgeting, organizational relationships with financial and monetary institutions, flexibility in raising capital and the degree of use of financial duties and knowledge of increasing financial resources.

Research and development system (R & D): in this regard, the amount of research facilities in the organization, innovation, design and development, experienced researchers, suitable work environment for research activities, communication with the research and scientific centers of the country and the world, the amount of organization's investment in research activities, how the organization deal with new technology, paying attention to adaptation and transfer of technology, and selecting an appropriate technology model.

Operation and production system: The total cost of production in comparison with competitors, planning and control of production, knowledge of increasing productivity with regard to production structure, inventory control system, maintenance planning, competence to solve production unit problems and use of production capacity can be investigated. In the case of service organizations, the nature of the operation is different.

Human resources system: Capacity to design or change structure, of personnel placement, ability in planning, attracting, employing and upgrading personnel, ability to design motivation system, ability to establish friendship and trust in organization, employees' skills and abilities, payroll structure, designing a system for job classification, the education system for managers and employees, all are the most important issues to be considered in this regard.

Information system: What matters in this area are: The function of information systems in terms of providing a useful data banks and mechanization of routine operations, assisting managers in routine decision making and providing information for strategic decisions, the organization's attention to the global intelligence system, identifying barriers and problems of

information systems, creating integrity in existing systems and linking them together.

BACKGROUND RESEARCH

Hadizadeh (2013) investigated the inhibitory factors of attracting sponsors in Taekwondo sport in Guilan province from the viewpoint of trainers and sports managers. Based on factor analysis, 29 items were classified into five factors (nature of support, promotion, social, managerial, and regulatory). Results showed that there is a significant difference between the priorities of deterrent factors in attracting supporters. Comparing the priority of deterrent factors in attracting supporters for Taekwondo sport showed that advertising was the main deterrent following with managerial factor, regulatory factor, nature of support and finally social factor, respectively. In general in order to attract and the best use of companies for sponsorship of Taekwondo sport in Gilan province, removing the inhibitors and providing appropriate grounds such as governmental and provincial support, tax cuts, providing appropriate media coverage such as video, press-print, and the introduction of products and services of companies is suggested (Hadizadeh, 2013).

Fallahi (2014), in a research entitled "Effective Process of Iranian Premier League's sponsorship and providing a template" reviewed the viewpoints of sponsor companies' managers about the financial support of the Iranian Football League. Prioritizing factors showed that having media coverage and managers' individual communication are the most important criteria for selecting clubs for financial support. The use of the benefits of media coverage and being exposed to spectators were the most important communication tools; and the general public and product market (current customers and potential customers) were the most important target groups of sponsors. Test of theoretical model showed that with some modifications, the proposed model is fitted enough. The model showed that sponsoring the Premier League increases awareness of the product and improves sponsor status, social responsibility and willingness to buy from sponsors. Also, awareness of the product and sponsor status, social responsibility and willingness to buy from sponsors



has positive effect and Negative behaviors and ambush marketing have a negative effect. In general, it was concluded that financial support of the Premier League is effective (Fallahi, 2014).

Mirza'i (2014), conducted a research entitled "The Analysis of Factors Affecting the attracting Sponsors in Sports in Khuzestan and Fars Province". The results showed that among factors affecting on attracting sponsors in Fars province, media was the most important factor following with the legal factor, the sports teams and spectators respectively. Finally, the economic factor (marketing) had the lowest impact on attracting sponsors. But in Khuzestan province media was the most important factor following with legal factor and then the economic factor (marketing). Finally, the sports team factor and spectator factor had the lowest impact (Mirza'i, 2014).

Ehsani et al. (2014) investigated the experts' point of view about barriers to attracting sponsors to Iran's professional football. The results showed that the priority of respondents to barriers to attracting sponsors in professional football in Iran is different in terms of club, football management, and social and financial support (Ehsani et al, 2014).

Alipour (2014) explored the factors and infrastructure affecting the attraction of capital in sport in Fars province. The findings showed that among the factors affecting the attraction of capital in sport in Fars province, management was the most important factor and then economic and political factors, the appropriate physical infrastructure, social and cultural factors, and finally geographic factors were important (Alipour, 2014).

Rashid Zadeh et al. (2015) investigated the decision-making criteria of sport sponsors with a hierarchical approach. Findings analysis showed that team conditions had the highest number of factors (Rashid Zadeh et al, 2015).

Laccy et al (2009), in his research entitled "the effectiveness of the events' sponsorship in identifying products and social responsibility of corporate" showed how financial support for large and international sport events increases the awareness of spectators about corporate products and understanding corporate social responsibility increases the commitment and interest of individuals to buy their products (Laccy et al, 2009).

Alexander (2009) conducted a research entitled "Brand Values through Financial support" and achieved the following results: sponsorship has been able to stabilize the positive perceptions existing in the minds of customers and change negative thoughts. Also, brands with more credibility and strength have achieved higher success rates in terms of sponsorship (Alexander, 2009).

Filho (2009), in his research on social responsibility of sponsors, states that the impact of sport sponsorship on brand awareness is measured as part of social marketing. The results indicated that in general, sponsorship is effective in increasing awareness of brands (Filho, 2009).

Hyun Baek et al (2011), in a study entitled "Investigating the implications of brand credibility in service delivery concluded that sponsors do not have enough assurance to invest, sponsorship will be in trouble (Hyun Baek et al, 2011).

Matala (2011) conducted a research on sponsorship management in sport. The purpose of this research was to investigate the effect of managing sponsors on promotion of brand awareness. The results of this study showed that effective management of sport sponsors requires the setting of goals on a regular basis, as well as the prioritization of goals (Matala, 2011).

Tanvir & Shahid (2012), investigated the effect of sport sponsorship on a brand image and intention to buy. The results of this study showed that there is a positive and significant relationship between financial support and brand image as well as the customers ' intention to buy a product. It is concluded that companies can use sport sponsorship to enhance their brand image and create awareness among consumers, and companies can attract a large number of audiences by sponsoring the sport events (Tanvir & Shahid, 2012).

Biscaia et al (2014), studies the effectiveness of sponsorship in the championship sport. The results showed six patterns in relation to the strategies of sponsors, which included: Loyalty pattern, communication pattern, appropriate pattern, pattern value, pattern of using smart technology and demonstrative pattern; Each of these patterns shows how sponsorship strategies in professional sports can be developed (Biscaia et al, 2014).



METHODOLOGY

in terms of purpose it is an applied research and in terms of nature it is correlative- descriptive and in terms of method it is combined (survey and interview). The sample included the managers and officials of the sponsoring companies (30), the heads of the sports departments of the province (43), the heads of the sport and youth administration (8), the managers of sports clubs (55), general managers of Sports and Youth Organization of the province (4), university professors and elites (10), athletes and leading instructors familiar with sport in northern Khorasan province (20), and totally are 150 people. In the qualitative section, the sampling method is purposeful and snowballs. Twenty-five people were interviewed and when the subject reached theoretical saturation, the qualitative data collection process was completed. In the present study, a questionnaire is designed according to the model, after passing the encoding method and categorization as well as the formulation of data-based theory pattern or, in other words, the development of a research model. In order to finalize the conceptual model of research and to present the model of internal factors affecting the attracting sponsors in North Khorasan Province Championship sport and to determine the coefficients of each of them, Delphi method was validated. Random sampling was used for quantitative sampling. A questionnaire was arranged based on the information obtained from the qualitative section in order to collect information in the survey method. For managerial variables (6 questions), financial resources (8 questions), human resources (7 questions), marketing system (10 questions), information system (4 questions), production, effective operation (9 questions), research and development (3 questions) was introduced. Cronbach's alpha coefficient for each variables were Calculated which was as follows: managerial variables (0.821), financial resources (0.814), human resources (0.814), marketing system (0.815), information system (0.817), production, effective operation (813.1) 0), research and development (0.817) and were all above 0.7, indicating internal coherence and high reliability of the questionnaire. In order to

analyze the data, Structural Equation Modeling was performed using Lisrel software.

RESULTS

Confirmatory factor analysis of research variables

First, before doing any analysis on collected data and statistical inference, the reliability and validity of the measurement instrument must be ensured. The reliability of the questionnaire was measured by Cronbach's alpha test and the test results indicated that the questionnaires used had the necessary reliability and accuracy. In order to assess the validity of this study, there are various methods. In this research, based on the fact that the variables of the research are consisted of several dimensions (components), the confirmatory factor analysis test has been used. The fitness test in confirmation analysis and route, RMSEA index, estimation square root of approximation error variance less than eight percent of the $\frac{\chi^2}{df}$ index is less than three, and (GFH, CFL, IFI, NNFI) is above 90%. If the T-Value of the significant coefficients of each variable is greater than 2 and smaller than -2, the model has a good fit or in other words, it has a reasonable approximation of society. Since this section, the software output is unchanged, before the observation of the output of the software, the following table is presented to identify the latent and observational variables.

Indoor measurement model

Figures 1 and 2 show the interior dimensions in standard and meaningful mode. As you can see, the membership of all the factors examined in this variable, except for one question, has been verified.

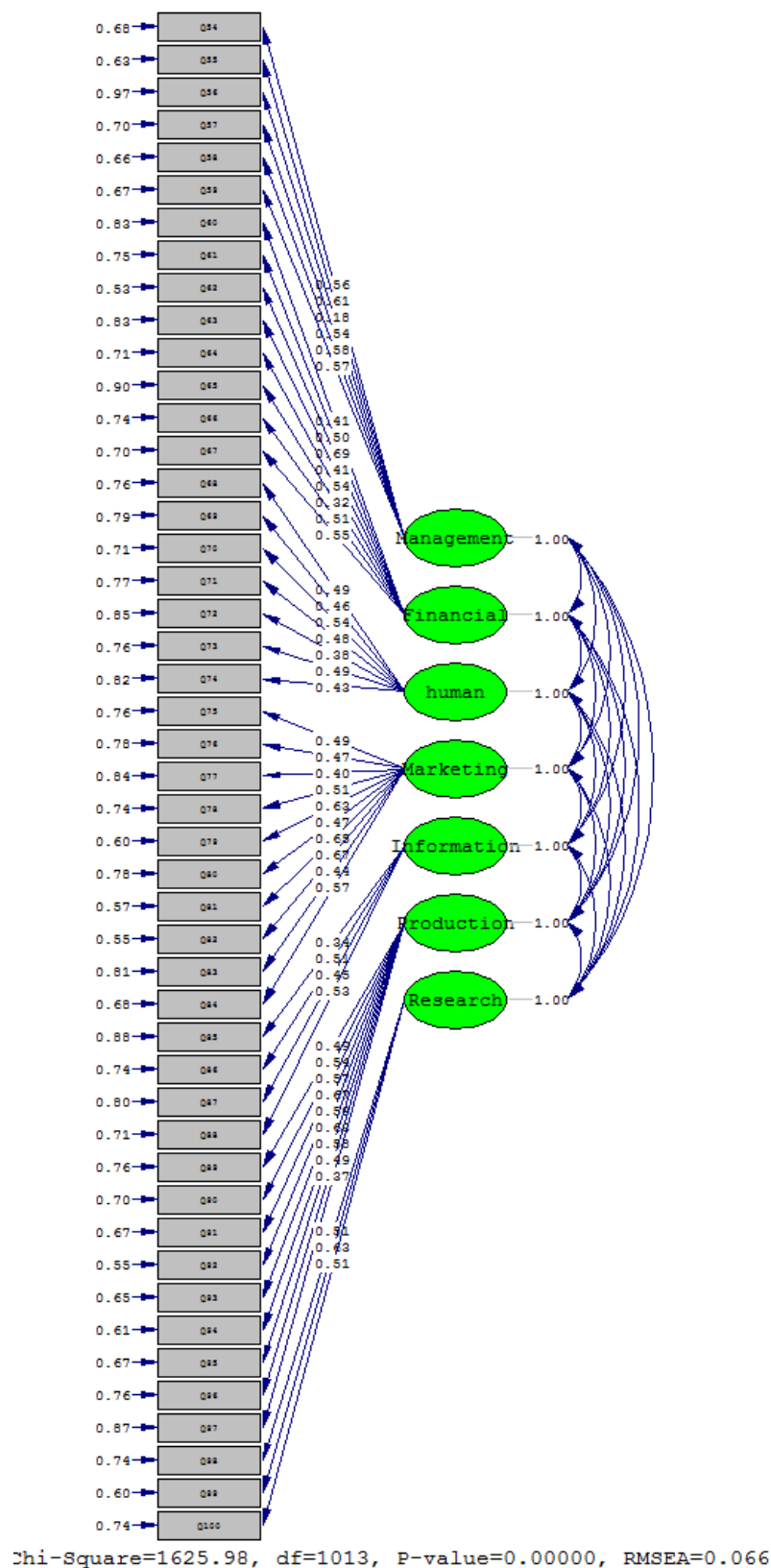


Figure 1. Measurement model of indoor dimensions using factor analysis in standard mode

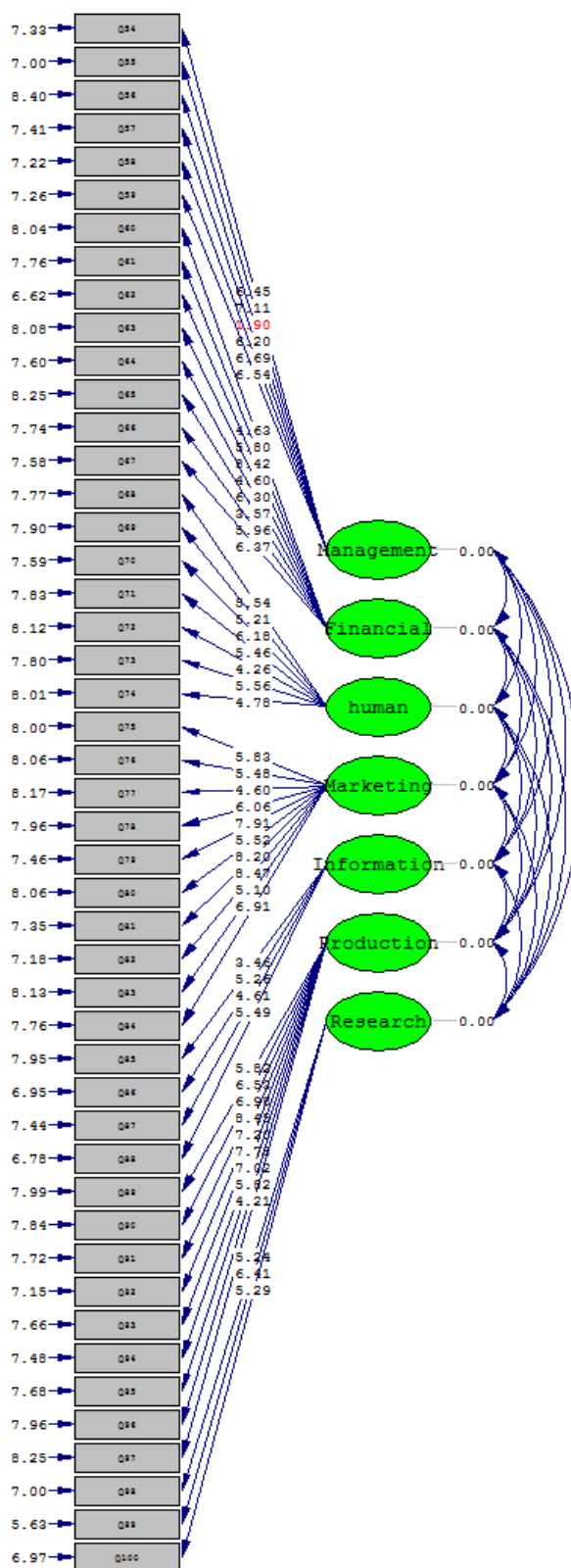


Figure 2. Measurement model of indoor dimensions using factor analysis in meaningful mode



Before the relationships between the variables are tested, it is necessary to examine the normality of the variables. One of the methods for checking the variables' normality of the

distribution is the use of the Kolmogorov-Smirnov test. The results of this test are presented in Table 1.

Table 1. Normal distribution of variables

Components	Kolmogorov-Smirnov	Significance
Managerial	2.436	0
Funds	1.832	0.002
human resources	1.285	0.004
Marketing system	1.646	0.009
Information system	1.763	0.004
Production, effective operation	1.751	0.004
Research and Development	2.077	0

According to Table 1, the significance level of the research variables is less than 0.05. It should also be noted that Spss software, according to the central limit theorem, has recognized the results of this questionnaire as normal, so the hypothesis of zero, the normality of the variables is confirmed.

Good fit tests of the model using fit indices

Structural validity was tested using factor analysis. If T-Value of the significant coefficients of each variable is greater than 1.96 and smaller than -1.96, the model has a good fit. In other words, it has a reasonable approximation of society. As can be seen, based on Fig. 3, which shows the measurement the overall model of organization's internal factors in a standardized manner, the model has a good fit.

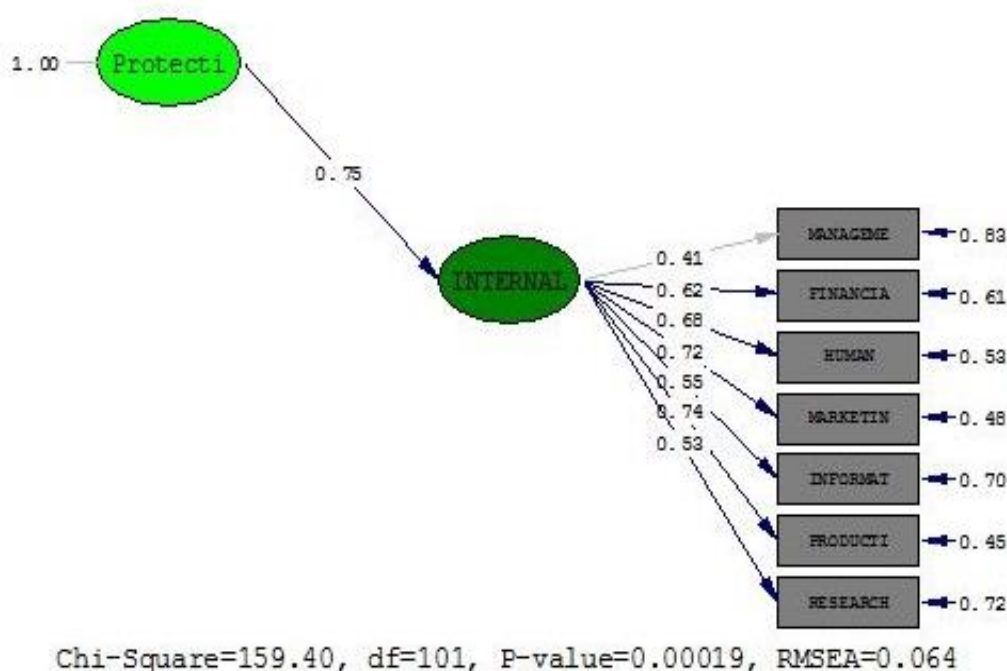


Figure 3. General model measurement in standard mode

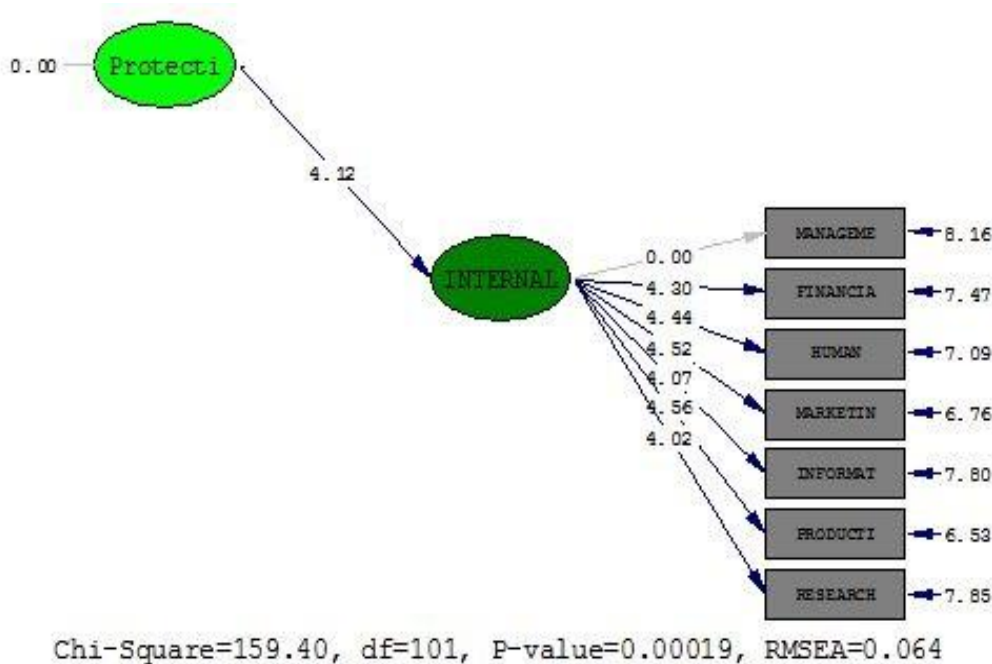


Figure 4. Measurement of the general model in a meaningful state

Based on Fig. 4, the path coefficient in a meaningful state for the indoor environment and attracting sponsors in the North Korean Khorasan Championship sport is 4.12, which, since it is outside the range of 1.96+ and 1.96, it can be inferred that this route is meaningful.

According to the Kolmogorov-Smirnov test results, normal distribution was detected. The correlation of variables was tested using Lisrel

software. To investigate the causal relationship between independent and dependent variables and to validate the whole model, the path analysis method was performed using LISREL8.5 software.

According to Table 2, the values of all fitness indicators indicate the acceptable and appropriate status of the model and data and the model have acceptable fit.



Table 2. Values of model fit indices and fit result

Fit index	Desirable amount	Pattern value
χ^2/df	3.00<	1.57
GFI(Goodness of Fit Index)	0.90<	0.97
AGFI(Adjusted Goodness of Fit Index)	0.90<	0.93
RMR(Root Mean square Residual)	0.05<	0.025
NFI (Normed Fit Index)	0.90<	0.97
NNFI (Non-Normed Fit Index)	0.90<	0.93
IFI(Incremental Fit Index)	0.90<	0.99
CFI (Comparative Fit Index)	0.90<	0.92
RMSEA(Root Mean Square Error of Approximation)	0.08<	0.064

Squared ratio of Chi square to degree of freedom is strongly dependent on the sample size, and the large sample increases the Chi square amount more than it can be attributed to the model's falsity. Ideally, the ratio of Chi square to the degree of freedom is less than 3. Given the reported amount for this value in Table 2, the results of this section can be known as valid and statistically it can be analyzable. Because the ratio of the Chi square to the degree of freedom for this model is 1.75.

The GFI and AGFI index, proposed by Jarzak and Vorbum (1989), represents measure of the relative value of the variance and covariance that is explained by the model. This criterion varies

from zero to one the closer to the number one, the better the fit of the model with the observed data. The reported GFI and AGFI values for this model are higher than 0.9 which confirm the Chi square test results.

The second root index of mean square residuals (RMR) which means the difference between the elements of the matrix observed in the sample group and the elements of the estimated or predicted matrix, assuming that the model is correct, is desirable. The better this index for the desirable model is closer to zero, the model has better fit. The amount of RMR in this study (0.025) indicates the proper explanation of covariance.

CONCLUSION

The results obtained from the collected data represent a comprehensive model for identifying the inter-organizational factors affecting attracting sponsors in North Khorasan Province Championship Sports. The path coefficient in a meaningful statute for the internal environment and attracting sponsors in the North Korean Khorasan Championship sport was 4.12. Since this coefficient is outside the 1.96+ and 1.96 range, it can be inferred that this route is meaningful. The results of this research is consistent with those of Fallahi, Hadizadeh, Alipour, Mirzaei, Rashid Zadeh, Tonoor, Shahid and Mata'la.

Regarding the effective managerial factors affecting the attracting sponsors in the

championship sport, it is recommended to consider the following:

Having a strategic plan and a comprehensive system for marketing development and financial support in the championship sport, paying enough attention to the needs and aspirations of sponsors, and the ability of the boards to meet their goals, preventing the limited range of championship sports and expanding its range, management stability in board and the clubs, and preventing inappropriate management changes, compilation and implementation of the legal system of sponsorship contracts in sport championship, the existence of financial and labor standards in context of relations with sponsors.

Regarding the financial resources factors affecting the attracting sponsors in the



championship sport, it is recommended to consider the following:

Transparency of the financial system of boards and clubs, reasonable procedures for pricing the sponsorship, the diversity of income sources for boards and clubs, the ability of clubs to allocate funds to advanced and specialized programs and events, reducing the price of sports sponsorship, the financial independence of the clubs and reduction of dependence on government, the cost of previous sponsors, having gyms and sports stadiums.

Regarding human resource factors affecting the attracting sponsors in the championship sport, it is recommended to consider the following:

Individual communication and interactions of managers and practitioners at different levels of clubs and boards, the presence of well-known athletes and coaches, attracting skilled foreign players, the use of creative directors with business and monetizing specialization, Having expert and experienced managers at different levels of championship sport, knowledge and skills of staff to implement sponsorship plans, positive attitude of officials and sports practitioners about sports support, training of employees and practitioners on how to engage and attract companies.

Regarding the marketing system factors affecting the attracting sponsors in the championship sport, it is recommended to consider the following:

The existence of marketing organizations at different levels of clubs and sports boards, the existence of specialized marketing agencies in the championship sport, observing the proper and provocative communication principles of the championship sports institutions with existing and potential sponsors, the existence of suitable procedures for the attraction, preserve and development of advocates, Informing companies and industries about the benefits of sponsorship, high reputation of club names championship Sports League, official registration and the ability to take care of club names, proper conditions of stadiums for sponsors' advertisement championship sport, paying attention to the clear distribution of sponsors' advertising signs and messages, the use of incentives for sponsors such as Tournament Tickets and Special places.

Regarding the information system factors affecting the attracting sponsors in the championship sport, it is recommended to consider the following:

The existence of transparent information about statistics of viewers, spectators, listeners and readers of sports championships, the existence of information related to the evaluation of the effectiveness of sponsorship, the existence of a database for actual, potential and past sponsors, the existence of transparent information about club's financial balance.

Regarding the production or effective practices affecting the attracting sponsors in the championship sport, it is recommended to consider the following:

Increasing the number of clubs that participate in champion sports, providing facilities and supporting the formation of nongovernmental sports clubs, the success of teams, athletes and coaches, and gaining medal at international levels, the popularity and reputation of teams and athletes, the reputation and popularity of the provincial professional league, hosting international, Asian and global international competitions, attractiveness and optimal competitive quality and balance of the tournament, commitment to the statute of the league, and the accurate presentation and implementation of the calendar of games, the existence of exclusive and promotional stores with the club logo.

Regarding the research and development factors affecting the attracting sponsors in the championship sport, it is recommended to consider the following:

Investigating the Effectiveness of sponsorship in Championship Sports, continuous evaluation and research (Needs Assessment and Surveys) about Sponsors conducting sports marketing research with emphasis on sponsorship

However, it should be acknowledged that among the various intra-organizational factors affecting the attracting sponsors in the championship sport, production and operations factors, human factors, managerial factors, marketing system factors and research and development are very essential. In order to communicate with sponsoring companies, it is necessary for sports managers to use people in sports boards and clubs who are aware of case and



attract more investment in sports by identifying and using the important intra-organizational factors.

Therefore, it is suggested to consider the intra-organizational factors which affect attracting the sponsors in North Korean province's championship sport, which were found in this research. The officials and agents concerned can

target the prosperity and success of the championship sport major national and international platforms by less time, cost, and energy. In addition, regarding these factors, the championship sport experts can help the championship sports managers of the provinces.

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